

# Missouri Annual Report PY14

Workforce Investment Act

US Department of Labor

Employment and Training Administration



# Contact Information

## Amy Sublett

Director

Missouri Division of Workforce Development  
421 East Dunklin Street  
P.O. Box 1087  
Jefferson City, Missouri 65102-1087



573.751.3349



[amy.sublett@ded.mo.gov](mailto:amy.sublett@ded.mo.gov)



<http://www.jobs.mo.gov>

## Mark Bauer

Director

Missouri Workforce Development Board  
P.O. Box 1087  
Jefferson City, Missouri 65102-1087



573.526.8229



[mark.bauer@ded.mo.gov](mailto:mark.bauer@ded.mo.gov)



<http://www.jobs.mo.gov>

Missouri Division of Workforce Development is an Equal Opportunity Employer/Program. Auxiliary Aids and services are available upon request to individuals with disabilities. TDD: 1.800.833.2966 or dial 7-1-1.

# Our Vision

*“Missouri’s Workforce Innovation and Opportunity Partners build a demand –driven workforce system that leads to self-sufficiency”*



## Our Goals

---

Engage Employers  
Increase business services



---

Maximize Access  
Increase access to services



---

Improve Career Pathways  
Increase education and skill options

---



# Table of Contents

## **Letters from Leadership 6**

The Honorable Jeremiah “Jay” Nixon - Governor of Missouri  
Mike Downing - Director of Economic Development  
Amy Sublett - Director of Division of Workforce Development

## **Executive Summary 9**

From the Desk of the Director

## **About Us**

Missouri’s Workforce System  
Division of Workforce Development  
The Missouri Workforce Development Board  
Missouri’s Job Centers - Next Generation Career Center Model

## **Workforce Programs 16**

Best Practices  
    Business Services  
    Jobseeker Services  
    Veteran Services  
    Youth Services  
Show Me Heroes  
Jobs. mo.gov  
National Career Readiness Certificates  
Certified Work Ready Communities

## **Performance Accountability 23**

Process  
Assurance of Uniform Reporting  
    Missouri’s Toolbox  
    JobStat  
    MoPerforms  
Continuous Improvement and Quality Assurance

## **Performance Achieved 27**

Missouri Job Centers  
Costs of Workforce Investment Activities  
State Evaluation  
ROI  
Customer Satisfaction  
Program Waivers  
Conclusions  
Statewide Performance Data  
Attachment 1: Statewide Performance History





GOVERNOR OF MISSOURI

JEFFERSON CITY

65102

JEREMIAH W. (JAY) NIXON  
GOVERNOR

P.O. Box 720  
(573) 751-3222

Dear Fellow Missourians:

Missouri has a highly productive, innovative workforce that is second to none. As your Governor, I am proud to share that fact when I travel the country and the world. Through their talent and tenacity, the men and women of Missouri's workforce are playing a leading role in transforming America's economy for the 21<sup>st</sup> century.

The Workforce Investment Act has been a vital tool in our efforts to strengthen our workforce and create economic opportunities that benefit all Missourians. We have used the Workforce Investment Act to stimulate ground-breaking skill development initiatives such as Show-Me Heroes, WorkReady Missouri and our nationally-recognized summer youth employment programs.

This year we are proud to share the progress Missouri has made in meeting and exceeding the performance measures for a well-trained, highly skilled workforce. As we move forward with the Workforce Innovation and Opportunity Act, Missouri's workforce is stronger, smarter and more skilled than ever before. And we will continue to develop workforce programs with a job-driven approach and focus on the future.

I applaud the professionals of Missouri's workforce system in serving job seekers and businesses with the utmost dedication and commitment. Congratulations on another successful year, and best wishes in your continued efforts to train Missouri's workforce for the jobs of tomorrow.

Sincerely,

A handwritten signature in black ink, appearing to read "Jay Nixon", written over the printed name and title.

Jeremiah W. (Jay) Nixon  
Governor



Fellow Missourians,

Missouri Department of Economic Development gives top priority to creating and retaining family-supporting jobs. We are proud to present the 2014 Annual Report for the Missouri Division of Workforce Development, documenting the division accomplishments and program achievements across the 14 workforce regions of Missouri.

We are fortunate to have the exceptional efforts of the Division of Workforce Development and its partners leading our efforts in this area, connecting our outstanding Missouri workers with new careers and continuing to build their skills through bold, innovative career assistance services. Missouri's economy is strong. The new jobs created over the past year have been the highest since 2009. The positive surge is fueled by more businesses choosing to invest in Missouri and the attention Missouri pays to having a highly skilled workforce.

Under Governor Nixon's leadership, we work diligently for every job, every day, in every region of our state. The work of our career-assistance professionals with DWD and local workforce partners continues to move our state economy forward. Workforce development is crucial to the growth of business in Missouri and the workforce system plays a pivotal role in the future as we move in a new direction with the Workforce Investment and Opportunity Act. I am proud to present the successes of DWD in assisting Missourians with building skills and obtaining career-supporting employment over the past year.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Downing".

Mike Downing, CECD Director  
Missouri Department of Economic Development



Dear Workforce System Professionals,

On behalf of Missouri Division of Workforce Development (DWD), I am pleased to submit our Workforce Investment Act (WIA) Annual Report for Program Year 2014. During this year we have worked diligently to implement solution-focused plans and new tools that improve alignment of Missouri's workforce system. This year Missouri provided services to more than 184, 000 jobseekers. The year was dominated by continued job growth and an enhanced response to the Adult, Dislocated Worker and Youth customers alike.

This annual report provides an update of changes, improvements and performance that has helped to prepare Missouri workers, educators and workforce partners for employment growth which is forecast to continue pace through 2020.

I would like to thank the State Board, Local Workforce Investment Boards, their Local Areas and the DWD team for their efforts and commitment to the workforce system. We are encouraged by the achievements during this program year and recognize that there is still much work to be done. The workforce development system in Missouri will continue to respond to the ever changing local and global markets, enhancing the economic development of our communities.

Sincerely,

A handwritten signature in blue ink that reads "Amy Sublett".

Amy Sublett  
Director,  
Division of Workforce Development



A proud partner of the americanjobcenter network®



# Executive Summary

Program Year 2014 demonstrated great accomplishments. Missouri employers created 44,700 jobs in 2014, the highest annual job growth total in 17 years. This year's annual report showcases the programs Missouri successfully administers to create opportunities for Missourians entering employment and businesses connecting with the highly skilled workforce they need. In the future the sector strategies initiative will be implemented as a best practice.

Momentum for job growth in Missouri's 14 regions advanced with innovative programs including Certified Work Ready Communities (CWRC), Summer Jobs for Youth, the Next Generation Career Center Model and Show-Me Heroes to name a few. The accomplishments of the State are a result of the collaboration between the Missouri Workforce Development Board, Missouri Division of Workforce Development (DWD) and the local workforce development boards.

Missouri has 31 full-service job centers serving 184,055 Missourians in PY14. More than 1,400 adults acquired education or attained credentials advancing their skills for employment. Throughout the year, 57.7% entered employment with a retention rate of 80.07%.

The Missouri PY14 WIA Annual Report showcases the accomplishments resulting from DWD's programs and career tools. Continual improvement is a part of the development process of DWD programs and tools for employers and jobseekers alike. Missourians provide a diverse talent pipeline that contributes to the expansion of business and ultimately to the growth of Missouri's economy.

The following narrative provides a response from the State of Missouri to requirements established by the U.S. Department of Labor - Employment and Training (DOLETA) to provide an Annual Report on the activities

funded and implemented by the Workforce Investment Act (WIA), Public Law 105-220 for Program Year 2014 (July 1, 2014 through June 30, 2015). As such, this Annual Report is prepared with the content and format of the minimum required elements for staff within the Performance Unit of DOLETA. While this information is available to the public on jobs.mo.gov, it is primarily intended for reference by the Performance Unit staff of DOLETA to fulfill requirements of TEGL 07-15 issued November 4, 2015.



*Missouri stands proud of the accomplishments our workforce professionals have achieved across the state. We are working with businesses to ensure they have the talent they need to thrive and Missourians have access to meaningful employment for vibrant lives.*



# About Us



## Missouri's Workforce System

Working together to improve Missouri's talent pipeline, the Missouri Division of Workforce Development, the Missouri Workforce Development Board and the Local Workforce Development Boards are partnering with other agencies to improve the products and service delivery for Missourians.

## Division of Workforce Development

As the employment and training arm of the Department of Economic Development, the Division of Workforce Development (DWD) provides a diverse menu of vital re-employment services, including access to skill-building training, career connections for job seekers and human resource assistance for businesses. These services are provided through a statewide network of Missouri Job Centers and the jobs.mo.gov web portal.

Missouri's workforce system is a collaborative partnership that includes the Missouri Department of Labor and Industrial Relations' Division of Employment Security, 14

local workforce development boards and 12 community college districts and other local educational agencies across the state.

With the assistance of trained, professional staff, Missouri's Next Generation Job Centers streamline customer flow to provide an expanded product box of valuable career assistance services, like specialized workshops, skills assessments, résumé writing assistance and more. These services equip the state's workforce with the training and skills needed by employers to compete in this 21st century economy. Job

Centers offer job seekers use of supportive equipment, such as computers, telephones, fax machines and copiers.

Businesses may use Job Centers to seek or interview potential employees, test applicants' occupational skills or gain access to labor market information.

*Missouri has a highly productive, innovative workforce that is ready willing and able to transform the state's economy for the 21<sup>st</sup> century. Thinking global. Working local.*

DWD also provides several innovative, targeted skill-building programs, such as the WorkReady Missouri program, the Show-Me Heroes program for veterans; a nationally recognized On-the-Job Training (OJT) Program, the National Career Readiness Certificate, as well as a summer youth program in partnership with the Department of Natural Resources' State Parks Youth Division and the Family Support Division.

Since Missouri's businesses are critical to the success of a long-term healthy economy, DWD provides

industry training programs, cost-saving financial incentives, hiring assistance and other business services. The division's state-funded Missouri Works Training (MWT) program provides funding to assist eligible companies in training their workers for the purpose of creating or retaining jobs in Missouri. This program is operated locally by educational agencies, such as community colleges.

The division also provides staff to the governor-appointed Missouri Workforce Development Board. This board sets workforce policy for Missouri's local workforce areas and strengthens ties among state

workforce, education and economic development agencies. MoWDB members represent high-level management from Missouri's most progressive and successful companies. The board meets quarterly and engages the directors and commissioners of six state agencies to meet the objective of strengthening Missouri's workforce system.

By fostering a skilled workforce, DWD helps our businesses to be more competitive both regionally and globally, and helps Missouri citizens become more competitive and successful as they seek jobs and advance up the career ladder.



Photo Courtesy of Wikipedia: St. Louis skyline at dusk





## Missouri Workforce Development Board

Missouri's Workforce Development Board (MoWDB) represents a wide variety of individuals, businesses, and organizations throughout the State. The Workforce Board is designed to help job seekers and workers access employment, education, training, and support services needed to succeed in the labor market, and match employers with the skilled workers needed to compete in the global economy.

Missouri Workforce Development Board engages employers, representatives of labor organizations, education providers, economic development, and other stakeholders to help the workforce development system achieve the purpose of the State's strategic and operational vision and goals outlined in the State Plan.

### External Strategy

1. Support activities to help attract and retain talent in the state.
2. Develop a methodology to clearly identify workforce demands and requisite skills on an ongoing basis.
3. Promote continuous preparation of prospective and current workers to achieve lifelong learning.

### Internal Strategy

1. Alignment of statewide workforce development programs
2. Information and data sharing
3. Access to services
4. Communication tools

MoWDB's Strategic Plan communicates the Board's vision to provide leadership for workforce development in Missouri based on data-driven decision making and system accountability. The Plan sets forth a mission to provide policy guidance and leadership to advance an integrated, demand-driven workforce and economic development system. The strategic plan is undergoing revision to accommodate the Workforce Innovation and Opportunity Act (WIOA) replacing WIA effective July 1, 2015.

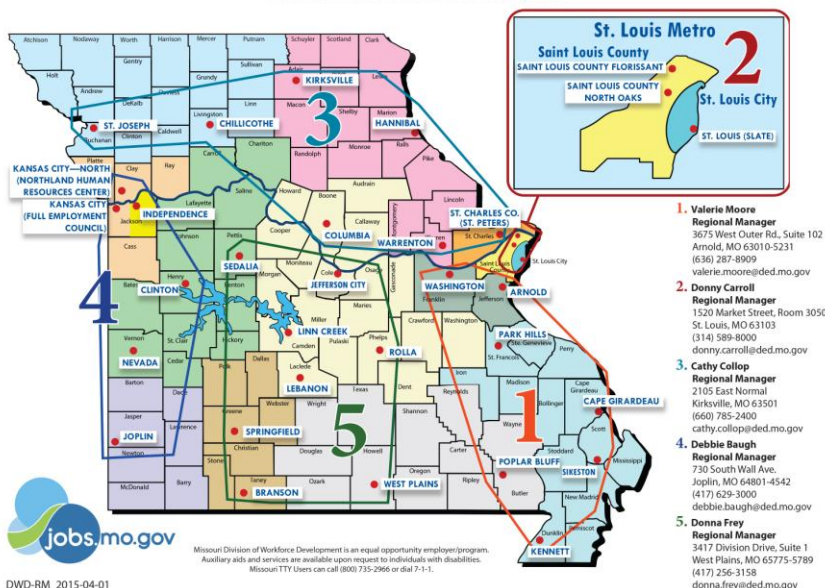
### 2014 MoWDB Highlights

Missouri Work Ready Communities is a voluntary initiative guided by key community leaders that allows Missouri residents to achieve a National Career Readiness Certificate (NCRC) and offer communities the opportunity to validate the strength of their local workforce in a national framework (ACT). Missouri counties demonstrate a team commitment to skill up the workforce to meet employer needs, achieve the established criteria for certification, and meet the local economic needs of their community.

MoWDB's responsibility is to review and recommend to Governor Jeremiah "Jay" Nixon that Missouri counties with the "in progress" status, who have reached their set goals, and recommended by ACT, become "fully certified" by the Governor. Missouri counties achieving full certification in 2014 are: Butler, Franklin, Henry, Ripley, Jefferson and St. Francois. New counties added to the "in progress" status are: Audrain, Benton, Buchanan, Christian, Macon, Maries, Osage, Pulaski, and St. Charles.

## Regional Managers for Missouri Career Centers (State Workforce Staffs)

Missouri Division of Workforce Development



### The Missouri Workforce Development Board (MoWDB)

MoWDB sets workforce policy for Missouri's local workforce areas and strengthens ties among state workforce, participating labor organizations, business partners, education and economic development agencies. MoWDB advises Missouri's workforce partners in implementing innovative strategies to ensure a prepared workforce for the new economy.

MoWDB is currently a 34-member board, a majority of which represents high-level management representatives from Missouri's most progressive and successful companies. The

Board meets quarterly and engages the Directors and Commissioners of six state agencies to meet the objective of strengthening Missouri's workforce system.

### Missouri Economic Research and Information Center (MERIC)

MERIC develops an annual Workforce Information Grant (WIG) for Board review. The performance report highlights the activities MERIC performed this past year. The new plan built on previous efforts such as the long-term employment projections, gap analysis, and real-time job ad products, to continue to deliver valuable workforce and economic development outputs.

## Missouri Workforce Regions

Missouri is subdivided into 14 local workforce regions, each governed by a Local Workforce Development Board. The LWDBs provide policy guidance and leadership to develop their regions' workforce programs. These services are funded primarily through two federal job training programs—the Workforce Investment Act (WIA) and Wagner-Peyser Act. In addition, industry training programs for businesses to train workers are funded through state general revenue dollars.

## Missouri Job Centers

Through a state network of centers and collaboration with partner organizations, the workforce system offers a robust menu of services to Missouri's job seekers and businesses. Missouri has 31 full-service centers as well as numerous satellite and affiliate locations statewide.

Missouri Job Centers provide experienced staff who work directly with job seekers and businesses to meet work related needs. Our products and services are designed to help workers find and keep quality jobs. The Missouri Job Centers also help business hire and retain quality workers.







## Missouri Job Centers - NGCC Model

Under the Next Generation Career Center (NGCC) model, all Job Center customers are provided the opportunity to know their skills, improve their skills, and get the best job possible with their skills.

Missouri's workforce system continues to see high performance results from the Next Generation Career Center (NGCC) model.

Initiated in July 2010, the extensively planned and designed model breaks down program barriers and silos to reach a higher volume of customers with a much wider array of valuable skill development and training services. Through integrated, functional Welcome, Skills, and Jobs teams at each center and an automatic, streamlined enrollment process it is more efficient. A system where every customer has access to a robust "product box" of services that includes specialized workshops, skills assessments, National Career Readiness Certificate, job search assistance, resume writing and access to training.

Although traffic is lower due to changes in the law that governs the frequency that UI customers are required to visit a job center, the customer satisfaction level remains high. In addition, the economy has rebounded to levels comparable to pre-recession employment levels. Even so, Missouri remains one of the top five in the nation in number of workforce customers served. The Show-Me State has redefined reemployment services and is focused on continual improvement.

Under the Next Generation Career Center (NGCC) model, Job Center customers are provided the opportunity to know their skills, improve their skills, and get the best job possible with their skills. Making this possible throughout the statewide workforce development system takes a series of new approaches including: streamlined eligibility, improved policy and communication, team effort and priority sectors.

**Streamlined eligibility:** DWD designed an innovative, streamlined, paperless eligibility process that removes unnecessary intake steps and reduces duplicative documentation and reporting.

**Improved policy and communication:** DWD rescinded over 125 outdated policies that inhibited integrated service delivery and introduced six policy issuances that provided clarification on roles and minimum service expectations for the NGCC model. **Go with the flow:** In the new computer-based intake process, customers flow through "Membership" screens designed to respond to their employment needs, not program requirements. **Better ingredients, better services:**

DWD invested in improved career assistance products to raise the bar on workforce service excellence. Every job center customer receives a first-visit, standardized initial skills assessment using the nationally recognized Key Train products. Job seekers can improve their employment opportunities with credentialing products like ACT's National Career Readiness Certificate. DWD also has cutting edge online products like Optimal Resume and Talify for more advanced career exploration.

**Team effort:** A cost-sharing method was established between the State and the LWDBs to fund the new model in a collaborative approach. This new joint funding system, coupled with the integration of staff into functional teams, has saved significant funds statewide in operating costs. Not only did the savings allow for more resources to be applied toward customer services, it provided a way for Missouri to respond to an unexpected and significant reduction in federal workforce funds.

**Priority Sectors:** DWD and LWDBs expanded the NGCC model to further assist business services. Missouri integrated services beyond listing jobs and making referrals to adding economic priorities for better alignment. Business Representatives coordinate with state and local economic development partners to ensure the system is focused on health sciences, life sciences, emerging technologies and advanced manufacturing.

The priority sectors help Missouri businesses reach their full potential. The workforce system will emphasize assisting existing Missouri businesses to access advanced workforce development and training services, such as on-the-job training, pre-employment, and apprenticeship programs. Also, emphasis will be to develop sector strategies that target high-growth industries.



# Workforce Programs



## Best Practices

Advancing employees while they are at work mutually supports the employer with an up-skilled workforce and the employee as he or she advances in a career. The services DWD provides through a statewide network of Missouri Job Centers and jobs.mo.gov are for both job seekers and employers alike. In partnership with the Department of Economic Development (DED) and local education agencies, DWD also provides state-funded Industry Training Programs that provide funding to assist eligible companies in training their workers for the purpose of creating or retaining jobs in Missouri. As the workforce system becomes more job-driven, new efforts in on-the-job training, internships and apprenticeships will surface.

The Missouri Division of Workforce Development in partnership with Local Workforce Development Boards (LWIBs) provides a series of services following best practices. Each job center offers a robust menu of vital reemployment services, including access to skill-building training, national certification and career connections for job seekers, targeted programs for veterans, youth and the unemployed, and cost-saving human resources assistance and financial incentives for businesses.

## Jobseeker Services

To vast numbers of businesses and citizens, the Division of Workforce Development (DWD) is the human face of

Missouri State Government. At the local level, DWD has direct, interpersonal contact with Missourians in their local communities. In the last program year (PY2014, ending June 30, 2015), more than 184,000 participants received services through DWD at more than 31 locations across the state.

As the job development and training arm of the Department of Economic Development, DWD provides vital reemployment services, including skills training, career connections for job seekers, and recruitment and referral assistance for businesses. These services are delivered through a network of Missouri Job Centers and the web portal <http://www.jobs.mo.gov>.



Missouri's workforce system is a collaborative partnership that includes the Missouri Department of Labor and Industrial Relations/Division of Employment Security, 14 Local Workforce Development Boards, 12 community college districts and other local educational agencies across the state.

## Business Services

Regional Business Services teams, along with seven Regional Workforce Coordinators are located throughout the state to assist Missouri businesses with workforce resources and services. Workforce Coordinators travel extensively, presenting and meeting with local employers, civic groups, and local governments. Workforce Coordinators also assist businesses with Labor Market Information, such as labor shed surveys to determine locations with the most suitable workforce. In addition, the coordinators provide transitional assistance to businesses faced with staff reductions and layoffs. Business Services provides a multitude of opportunities including:

- Personalized recruitment assistance
- Partnerships with community colleges to access Missouri Works Training Program
- Work Opportunity Tax Credit (WOTC)
- On-the-Job Training (OJT)
- WorkReady Missouri

## Veteran Services

Under the NGCC model, veterans receive priority in every step of the process. However, the veteran can request to see the Disabled Veterans Outreach Program (DVOP) staff or a Local Veterans Employment Representative (LVER) at any time in the process and receive services from them.

One of the biggest issues facing returning veterans is the high unemployment rate among post 9/11 veterans. To address this issue, Missouri has created a tracking

procedure using Toolbox for the Gold Card program. Missouri provides follow-up every 30 days and case manages post-9/11 veterans for at least six months. In addition, Missouri's Show-Me Heroes program specifically targets returning veterans to ensure that they have every opportunity to transition into the civilian workforce. Participating employers who hire veterans are recognized and training reimbursements are available to employers for hiring returning veterans that meet the specific guidelines of the program.

Missouri uses data from Toolbox to view the performance of DVOP/LVER staff to ensure they are conforming to their roles and responsibilities as outlined by USDOL VETS. This performance data is provided to all DWD Supervisors and DVOP/LVER staff.

## Youth Services

The success of Missouri's summer youth program is the result of how agencies, businesses, people and communities work together to provide young people invaluable work experience through summer employment opportunities.

State Parks Youth Corps began in May 2010 and was one of the first of its type of State Parks Youth Corps (SPYC) launched across the nation. Representatives from the Missouri Division of Workforce Development and Division of State Parks and Missouri's 14 Workforce Development Boards worked hand-in-hand to place young people in paid positions in state parks and historic sites across Missouri. In 2015, youth ages 17 to 24 participated in the program in more than 70 locations throughout the park system. SPYC participants spent the summer working on such diverse projects as trail-building, leading tours, excavating historical sites and designing marketing campaigns. Through this challenging and rewarding work, these young people developed critical career skills and provided an economic boost to their communities.





## Show Me Heroes

### Missouri Veterans at Work

Missouri is building a vibrant Show Me Heroes (SMH) Program by creating strong relationships with employers, coordinating efforts with Veterans Service Organizations and private and public agencies; and through close cooperation and integration with the Missouri National Guard and Department of Economic Development.

As Missourians, we all acknowledge the great burdens and sacrifice our Armed Forces and their families have made in order to preserve our national security. We also recognize how veterans and members of our National Guard and Reserve possess the degree of training, education, motivation, and character that will prove vital to Missouri's economic future.

Businesses are not required to have current job vacancies to participate in Show-Me Heroes. But, if and when positions do become available, Show-Me Heroes employers can use all Show-Me Heroes resources to connect with and recruit great military candidates. By taking the pledge to hire military service veterans, businesses and the open positions are more visible to job seeking veterans and service members. Show Me Heroes features the business name and all of the Missouri work sites for that business on a searchable list of Show-Me Heroes employers. All open positions are posted with [www.jobs.mo.gov](http://www.jobs.mo.gov) and [www.showmeheroes.mo.gov](http://www.showmeheroes.mo.gov). Additionally, all of the jobs posted have a "Show-Me Heroes Employer" tag making the positions even more visible to military job seekers. Missouri hires its veterans. One of DWD's most

important special-needs populations for services are military veterans, active-duty personnel, and their spouses.

Through July 2015, DWD's thriving Show-Me Heroes Program has encouraged more than 4,500 Missouri employers to pledge to interview and hire veterans when possible. More than 7,700 hires have been achieved since this program was created by Gov. Jay Nixon in 2010. These employers are publicly listed, by location, on the [www.showmeheroes.mo.gov](http://www.showmeheroes.mo.gov) website and they display the program emblem at their places of business.

Deployment can cause loss of income or significant hardship. In cases where families encounter these challenges, Missouri provides support to our service members through financial assistance, training, vocational counseling, subsidized on-the-job employment, and job-placement assistance. DWD now integrates Show-Me Heroes with its successful On-the-Job Training (OJT) program, thus broadening the effectiveness of both programs.



Since 2013, when the Show Me Heroes On-the-Job-Training Program began, Missouri veterans have worked 131,740 hours of Show Me Heroes On-the-Job Training. Although the program is primarily outreach to employers, the [www.showmeheroes.mo.gov](http://www.showmeheroes.mo.gov) website includes jobseeker resources to aid veterans planning to rejoin the workforce. Featured in numerous media stories across the state, the Show Me Heroes Program garners attention for businesses hiring veterans and praises efforts to promote the SMH hiring practice to other businesses.

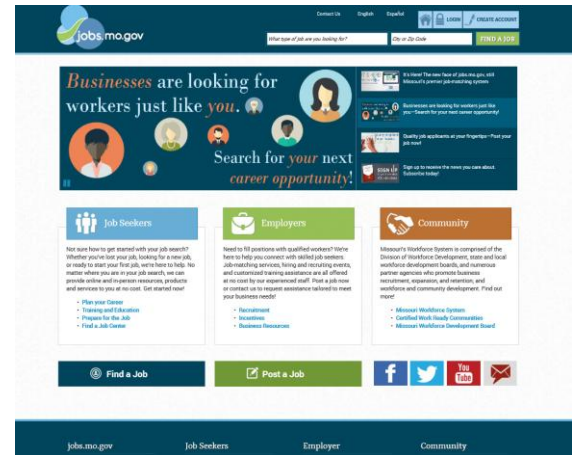
Missouri businesses receive great publicity for assisting our veterans and service members but the true success story for the employer is the superior candidate they receive. Military personnel have a top-notch work ethic with exceptional skills that are transferrable to civilian occupations. Many have demonstrated that leadership skills can make them captains of Missouri industry after military service.

The Show-Me Heroes Flag of Freedom award is a top-honor presented by the Governor to companies who have fulfilled their signed pledge by hiring veterans. Each award incorporates an American flag patch from the combat uniform of a Missouri National Guard member deployed in Iraq or Afghanistan. Since 2012, 319 Flag of Freedom awards have been presented to local Missouri employers.

For military job seekers needing additional assistance, Local Veterans Employment Representatives (LVERS) and Disabled Veterans Opportunity Program (DVOP) specialists are on staff at the Missouri Job Centers. DWD's veterans specialists do extensive legwork in the community, continuously interacting with local employers.



***Since 2010, Missouri employers hired 7,766 veterans across the state***



## Jobs.mo.gov

Jobs.mo.gov is the flagship web portal engaging both employers and jobseekers alike. It has been redesigned to streamline accessibility and ease of use as well as provide links to social media for the benefit of customers. The greatest long-term boon to the Missouri workforce system is the successful 2012 launch of the jobs.mo.gov web portal. Designed to serve as the primary source for Missouri’s online labor exchange, job seekers can search over 17,000 job listings.

The web portal also boasts a robust collection of information about workforce resources and personal assistance available to Missouri employers and job seekers. At jobs.mo.gov, both employers and job seekers can conduct their business with free, secure accounts. Employers can place free Job orders to fill positions more effectively. Jobseekers can perform job searches and manage their candidacies in the job market and access career tools such as résumé creation, skill development and certification and career planning. At job.mo.gov, job seekers can find jobs entered directly by Missouri employers plus Missouri jobs gleaned from hundreds of job search sites, via “Burning Glass Technology.” The addition of “Burning Glass Technology” provides:

- Job-spidering technology that collects virtually every internet-posted job.
- A de-duplication process resulting in significant time-savings to job seekers by bringing thousands of opportunities to one location, jobs.mo.gov.

The web technology behind jobs.mo.gov allows for rapid deployment of new workforce information and initiatives, including the most current Labor Market Information, which also utilizes “Burning Glass Technology” to compile “Real Time” Labor Market Summaries.

DWD’s advances with jobs.mo.gov have energized customer outreach efforts and served as a springboard for new uses of technology to connect with today’s “device savvy” job seekers and employers. Job seekers with online accounts at jobs.mo.gov now have the option to receive emails notifying them of potential job matches, based on their profile and desired job information.



## National Career Readiness Certificate

Missouri's businesses are critical to the success of a long-term healthy economy and Missouri's workforce system assists them through various training programs, financial incentives, hiring assistance and other business services. These solutions are provided through a cohesive partnership within the workforce system that includes the DWD, Missouri Job Centers, the Workforce Development Boards, the Missouri Community Colleges, and the Department of Economic Development.

The National Career Readiness Certificate (NCRC) is a Missouri Job Center product/service that benefits job seekers and business customers. The NCRC may be used for screening, hiring, and promotion, as well as for fulfilling training needs for existing employees.

The NCRC increases our economic competitiveness, connecting Missouri businesses with workers who have certified proficiency in basic workplace skills. When new customers enter at a Missouri Job Center, the free Initial Quick Assessment provides the first step on the path to obtaining a National Career Readiness Certificate. Initial screening and NCRC testing is generally provided by Missouri Job Centers free of charge.

To earn an NCRC certificate, the WorkKeys® Assessment is used to identify your skill levels in three specific areas: Applied Math, Locating Information, and Reading for Information. These three skills are highly desirable in the workplace, both for new hires and for promotions to higher-paying jobs with more responsibilities. Applicants unable to score high enough to earn an NCRC on the first attempt can work to improve their scores. Access to Internet-based remedial software is made available by the Missouri Job Center. Remediation must be successfully completed before you will be allowed to retake the assessments to earn an NCRC.

There are four achievement levels for the NCRC: Bronze, Silver, Gold, and Platinum. They are issued based upon the scores of the three assessments mentioned above. The job seeker's assessment scores are entered in the Division of Workforce Development's case management system to assist Job Center staff in finding a good job match for that client.





## Certified Work Ready Communities

Missouri was chosen to be one of the first seven states in the country to implement the Certified Work Ready Communities (CWRC) initiative.

Participation in CWRC is voluntary and guided by key community leaders (local elected officials, economic development, business leaders, chambers, educators, and workforce development). Whether a county is large or small, communities will be able to attract, retain, and develop a workforce with the education and foundational skills to succeed in the 21<sup>st</sup> century by utilizing the [National Career Readiness Certificate](#).

A Certified Work Ready Community means your local county has job candidates in the pipeline with high-demand skills proven by job seekers earning the

National Career Readiness Certificate. It also shows that local employers care about hiring the best and brightest the region has to offer.

From the inception until the end of PY14, more than 60 counties participated in CWRC. There are 2,500 area employers supporting the initiative and more than 65,000 NCRCs awarded. Of those, 5,726 are veterans. Community colleges work with local businesses to assess worker skills and abilities which provide pathways to earn the certificates.





# Performance Accountability



## Process

The WIA is administered by the Missouri Division of Workforce Development (DWD), a division of the Department of Economic Development. The workforce investment system recognized by the public is composed of the Missouri Job Centers, distributed statewide, and part of the American Job Center network. Customers may also access the system on-line at: <http://jobs.mo.gov>. The following graphic (Graph 1: Missouri's Workforce Performance Reporting Process) shows Missouri's Job Center performance reporting process.

## Missouri's Workforce Performance Reporting

Job Center customers access the system either on-line, where they can perform a partial registration and obtain information about Missouri Job Center services and programs, or in person where they can receive staff assistance to register for program participation or other services. For both types of access the process is supported by Missouri's Toolbox Enterprise case management system. The word "enterprise" embodies the function and the concept that this software does it all; enables customer registration, tracks information for case management, and "populates" a computer file that is a database permitting the creation of performance reports.

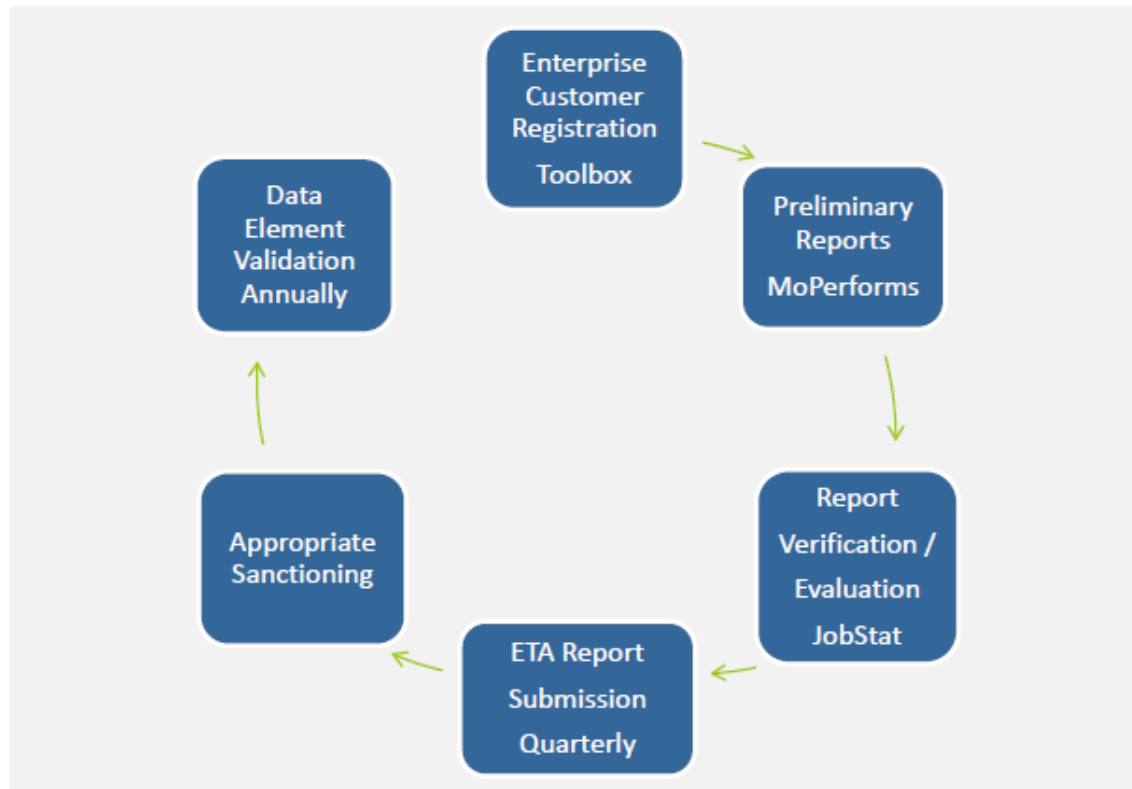
The database that Toolbox generates is exactly the same as the WIA Standardized Record Data (WIASRD) base that is required by the USDOL to be used for performance reporting. The WIASRD contains individual participant data on their characteristics, the activities

completed, and their program outcomes. Graph 1 indicates that Toolbox and the WIASRD are used to create preliminary reports.

Missouri uses customized software provided from FutureWork Systems, a web-based application service which helps States and Local regions manage, track, report and analyze WIA performance data. The software which is called MoPerforms permits the analysis of each element in the WIASRD by variables which are not required by DOLETA for performance reporting. This generates the preliminary performance reports, but also allows special queries about the data to be made beyond the basic minimum reporting requirements. This information is then used for a wide range of program adjustments and performance management decisions.



**Graph 1: Missouri's Workforce Performance Reporting Process**



Reports at the preliminary stage are widely distributed each quarter among management staff and then the process becomes one of report verification and evaluation which incorporates the JobStat team. JobStat is a team approach used in Missouri to ensure there is a WIA performance reporting subject matter expert (SME) in each of Missouri's fourteen workforce investment regions. JobStat SMEs are the front line of defense for reviewing the preliminary quarterly reports, reporting results and concerns to regional managers, and for participating in quarterly JobStat meetings that are used to monitor issues and discuss performance management strategies. Reports are submitted to DOLETA on a quarterly basis, only after extensive staff verification and JobStat vetting.

In September of 2014, the Annual Report in data format was submitted to DOLETA. The sanctioning process was also initiated at this time for any regional performance for which the measurable goals were not achieved. In compliance with DOLETA policy and regulations, any region achieving less than 80% of their negotiated goal on any common measure becomes subject to a sanction action. If the measure is not achieved for a given year, each region is required to develop a Technical Assistance Plan. For any measure missed for the second

consecutive year, the region is required to submit a Performance Improvement Plan.

Finally, the Data Element Validation (DEV) process is implemented, as required and according to instructions provided by DOLETA. This is typically at the same time as any necessary sanctioning. The DEV process involves reviewing samples of participant records against source documentation to ensure compliance with federal definitions. Missouri also benefits from the extensive "enterprise" nature of Toolbox in that many data validation tasks use a "desk monitoring" level review which are partially completed by on-site validation auditing of client files.

The following narrative of this report "unpacks" each of the performance reporting steps shown in Graph 1 and explains Missouri's compliance with the required elements for: Assurance of uniform performance report preparation; Reporting the core and customer satisfaction measures attained for the Program Year; Reflecting on the costs analysis of program activities relative to their effect on performance; Status of state evaluation activities; and Implementation and effective use of program administrative waivers.



## Assurance of Uniform Reporting

The assurances of uniform reporting for Missouri's Workforce Development system are found in the narrative detailing Missouri's Toolbox, Jobstat and Missouri Performs (MoPerforms).

### Missouri's Toolbox

The Toolbox software system was designed by Information Technology professionals that were thoroughly familiar with WIA. As such, it effectively mirrors the WIASRD data. This is a sound assurance that all required data elements are reported uniformly so that a state-by-state comparison can be made among various states. Changes to the WIASRD are maintained at all times also as changes to Toolbox.

### JobStat

Missouri uses a JobStat workgroup comprised of Subject Matter Experts (SMEs) from each of the fourteen workforce regions. This group is provided staff support by DWD's JobStat unit that is continuously analyzing data, especially preliminary quarterly reports, and are experts in using the MoPerforms analytical tool.

### MoPerforms

The DWD Central office uses a custom designed software tool for performance analytics called MoPerforms. This tool provides the aggregation of all variables used in the WIASRD to generate the required reports on the Common Measures; while DWD staff manually submit DOLETA quarterly reports. MoPerforms can also be configured for the cross-tabulation and analysis of any of the WIASRD variables to create management reports referred to as decision support for both state aggregate and each local region's data. Preliminary reports are used to verify and validate observations in the data.

During PY14, MoPerforms has served an invaluable role in permitting Missouri to create a comprehensive and frequently available report series that permits a view and comparison of all the data elements required by the Civil Rights Center. This allows Missouri to implement analyses and subsequent policy in Equal Employment Opportunity and Affirmative Action. At this time, Missouri has a model that is leading the nation in its detail and utility for this purpose.

Also, added to MoPerforms over the last year: a comprehensive array of reports to allow an analysis of Trade Act participants and program outcomes; enhancements on the ability to develop more detailed veterans reports to federal and state veteran staff for federal auditing and local veterans staff monitoring; and the aggregate analysis of defining the long-term unemployed population who have touched the workforce investment system.

## Continuous Improvement and Quality Assurance

DWD Quality Assurance (QA) implements a Continuous Improvement Review program. Missouri has been successful in getting the job done with the annual Data Element Validation required by DOLETA using QA staff to perform both desk monitoring of data elements and later on-site field reviews. To supplement not only what is known from Toolbox data, the QA team also accesses data from the Department of Social Services, the Division of Employment Security and the Department of Revenue; all of which strengthens their ability to streamline validation of data.

The high-quality staff support structures and program actions provide the assurance of uniform reporting for DOLETA. From the WIASRD data in Toolbox, to MoPerforms and the analysis of individual staff, the JobStat team and the QA unit in collaboration with the Performance Research Unit, Missouri can produce data that at all times is uniform and comparable on a state-by-state analysis.



# Performance Achieved

## Missouri Job Centers

It is essential to understanding Missouri's performance reporting to first provide an overview of the Next Generation Career Center (NGCC) model. The implementation and configuration of serving customers under NGCC has impacted Missouri in a variety of ways, most dramatically in the number of customers served.

In July 2010, the Missouri workforce development system implemented the NGCC integrated skills-based service delivery model. Approval was granted by DOLETA for the use of a streamlined eligibility determination and documentation process for a two-year pilot program. Instead of customers separately accounted for in one WIA program, each customer was enrolled in every program for which they were eligible (Wagner-Peyser, WIA Adult, WIA Dislocated Worker, etc). This process meant that for the first time all customer registrations were fully accounted for as having been provided a service. Each registration constitutes a core service and subsequent services, being more intensive, or be they training, determine program enrollment. Youth are not co-enrolled across the range of other workforce programs primarily because of their difference in age and need; emphasizing activities more related to skill development, or education than work experience.

The state saw a major increase in the number of individuals served because the NGCC model removed many artificial barriers to the immediate access to WIA funded services. In March 2012 Missouri was given approval to have the pilot extended for an additional two years because the NGCC process had so significantly increased the number of individuals benefiting from WIA funded services while maintaining

acceptable data element validation results. Missouri has continued to show positive impacts with the NGCC pilot program and approval was granted in June 2014 to extend this for an additional program year, allowing the state to continue using the NGCC model through June 30, 2015.

Table 1 displays the last five years of WIA performance in Missouri after NGCC for comparison to the program year before it began in the state. The most ready observation of the data reflects the significant increase in customers served, when everyone is considered a participant, minimally eligible for a core service. While the change is structural and does not directly reflect increased customer traffic, some of the increase was traffic based on the "Great Recession's" impact to Missouri, beginning in 2008. Nevertheless, the count for Adult participants being served, increased by 285,040 from 9,715 in PY09 to 294,755 in PY10, an increase in content by 29 times.

Today, an important indicator is to view the trend since implementation of NGCC. Table 1 shows a major increase for two years and then a decline for both Adults and Dislocated Workers. In the Adult Program, staff assisted have declined some 68,097 participants, or -22.05% from PY12 to PY13 and even greater, by 59,072 or -24.54% over the last program year.

**Table 1: Staff Assisted in PY09-PY14**

	Adult Staff-Assisted	Dislocated Worker Staff-Assisted	Youth Staff- Assisted
Participants – PY14	181,602	85,804	3,801
Participants – PY13	240,674	139,361	4,637
Participants – PY12	308,771	184,267	5,442
Participants – PY11	345,460	211,913	5,697
Participants – PY10	294,755	186,441	6,053
Participants – PY09	9,715	13,990	5,805

**Note:** These counts cannot be added together for a total due to co-enrollment.

Participant use of products and services in Missouri is lower in PY14 but remains high overall. Table 2, below, indicates that the percentage of participants served who used a product or service has remained consistent over the past three program years. Of the total 184,102 served in PY14, 67.26%, or 123,821 of those participants used a product or service.

1242 participants receiving a high school diploma/GED, 90.74% used a product or service. Of the 422 participants who received an Occupational Skills License, 1,163 (96.73%) used a product or service. The clear implication is that a high percentage of participants in Missouri who received a credential took advantage of the products or services offered in the state.

Table 2 also displays product and service use by various credentials that were attained. The lowest rate of use came from the group of participants attaining a high school diploma/GED credential attainments. Of the

**Table 2: Participants Served Attaining a Credential by Products and Services Used**

<b>Product and Services Usage (Served)</b>			
	<b>PY12</b>	<b>PY13</b>	<b>PY14</b>
<b>Total Served</b>	<b>312,829</b>	<b>243,434</b>	<b>184,102</b>
<b>Of those Served Using Products and Services</b>			
<b>Total That Used a Product</b>	<b>226,666</b>	<b>178,310</b>	<b>123,821</b>
	<b>72.46%</b>	<b>73.25%</b>	<b>67.26%</b>
<b>Those Served Receiving a Credential - How Many Used Our Products and Services</b>			
<b>Total Receiving High School Diploma/GED</b>	<b>1,580</b>	<b>1,256</b>	<b>1,242</b>
<b>Used Products and Services</b>	<b>1,067</b>	<b>947</b>	<b>1,127</b>
<b>Percent using Products and Services</b>	<b>67.53%</b>	<b>75.40%</b>	<b>90.74%</b>
<b>Total Receiving AA or AS Degree</b>	<b>571</b>	<b>435</b>	<b>364</b>
<b>Used Products and Services</b>	<b>440</b>	<b>397</b>	<b>348</b>
<b>Percent using Products and Services</b>	<b>77.06%</b>	<b>91.26%</b>	<b>95.60%</b>
<b>Total Receiving BA or BS Degree</b>	<b>224</b>	<b>144</b>	<b>88</b>
<b>Used Products and Services</b>	<b>167</b>	<b>123</b>	<b>80</b>
<b>Percent using Products and Services</b>	<b>74.55%</b>	<b>85.42%</b>	<b>90.91%</b>
<b>Total Receiving Occupational Skills License</b>	<b>684</b>	<b>457</b>	<b>422</b>
<b>Used Products and Services</b>	<b>627</b>	<b>437</b>	<b>407</b>
<b>Percent using Products and Services</b>	<b>91.67%</b>	<b>95.62%</b>	<b>96.45%</b>
<b>Total Receiving Occupational Skills Cert.</b>	<b>2,069</b>	<b>1,521</b>	<b>1,163</b>
<b>Used Products and Services</b>	<b>1,910</b>	<b>1,421</b>	<b>1,125</b>
<b>Percent using Products and Services</b>	<b>92.32%</b>	<b>93.43%</b>	<b>96.73%</b>
<b>Total Receiving Other Credential</b>	<b>495</b>	<b>358</b>	<b>212</b>
<b>Used Products and Services</b>	<b>447</b>	<b>344</b>	<b>201</b>
<b>Percent using Products and Services</b>	<b>90.30%</b>	<b>96.09%</b>	<b>94.81%</b>

Prepared by the Performance and Research Unit, November 2015 - Missouri Division of Workforce Development



# Costs of Workforce Investment Activities

## Workforce Investment Costs Relative to Performance

As noted on the following Tables 3, 4, and 5, the costs of serving participants in the Adult, Dislocated Worker, and Youth programs have been much lower since NGCC was implemented due to co-enrollment. In July 2013 Missouri passed House Bill 196, which eliminated the in-person requirement of four week unemployment reporting for benefits. This law change has made an impact on the number served in PY13 and PY14.

**Table 3: Adult Program Costs per Participant Served**

Adult Program Costs PY10 – PY14					
	PY10	PY11	PY12	PY13	PY 14
Participants Served	402,772	416,712	398,424	305,457	267,561
Cost Per Served	\$35.65	\$28.61	\$32.67	\$32.45	\$30.69
Total Adult Expenses	\$14,357,172	\$11,923,658	\$13,016,551	\$9,910,925	\$8,210,544

**Table 4: Dislocated Worker Program Costs per Participant Served**

Dislocated Worker Program Costs PY10 – PY14					
	PY10	PY11	PY12	PY13	PY14
Participants Served	187,354	212,749	184,310	139,361	85,816
Cost Per Served	\$77.29	\$58.44	\$65.71	\$65.80	\$83.69
Total DW Expenses	\$14,481,501	\$12,433,844	\$12,111,443	\$9,169,324	\$7,182,278

**Table 5: Youth Program Costs per Participant Served**

Youth Program Costs PY10 – PY14					
	PY10	PY11	PY12	PY13	PY14
Participants Served	6,163	5,739	5,442	4,637	3,801
Cost Per Served	\$2,528.23	\$2,338.83	\$2,442.13	\$2,820.68	\$2,142.07
Total Youth Expenses	\$15,581,467	\$13,422,529	\$13,290,054	\$13,079,500	\$8,141,993

# State Evaluations

Missouri did not participate in active statewide evaluations during PY14 other than its own JobStat evaluations. The JobStat meetings are held quarterly and are used to evaluate statewide performance and local area performance outcomes, data system integrity and appropriate system changes to improve data entry and performance calculations as needed.

## Return on Investment (ROI)

Since Missouri implemented the NGCC model, documentation is minimized and Job Center (core) services are available to virtually any job seeker. This model has created a system that efficiently uses the funding from Wagner-Peyser and WIA Adult, and Dislocated Worker programs to support the centers and their products and services. Through this system, a simplified calculation of the Return-on-Investment (ROI) funds has been discovered.

Assuming that “all” of the funding received at the State level is largely used to support the NGCC (except for Youth Program funds) and can be considered an investment, and since “all” of the Adult Wagner-Peyser Program customers (staff-assisted) can be considered beneficiaries of that investment, it becomes a matter of simple math to calculate ROI. Wagner-Peyser Program exiters who were in the “Average Earnings” measure (those exited from April 2013 to March of 2014 in this example) amassed total earnings of \$1,963,571,817. To arrive at an approximate annualized figure, the amount can be simply doubled. (While that amount is not entirely accurate, for purposes of maintaining simplicity, it is a reasonable presumption).

The next step in the calculation is to determine how much of the annualized figure can be considered as ROI. It seems logical to determine that these individuals would now be taxpayers, so looking at an average household tax rate of 17% (as published by the Internal Revenue Service) a return of \$667,614,418 is produced. Using the NGCC model, accounting for all Wagner-Peyser, WIA Adult and Dislocated Worker program funds received by the state, gives an annual total investment of \$43,690,700 (PY14). This calculation yields a return (for WIA funds and Wagner-Peyser funds) of \$15.28 in taxes paid back to the system for every dollar invested in the Missouri Job Center system by those placed in sustained employment.

This simplified method of obtaining ROI would indicate that the NGCC model of serving everyone with essentially all available funds appears to provide an efficient and effective service delivery model with the potential to yield admirable results. Moreover, it is more readily apparent and understandable to the public, especially to Congress and local legislators.

## Customer Satisfaction

### Customer Satisfaction for Job Seekers: Statewide

Missouri is one of several states in compliance with USDOL policy in reporting the Common Measures. As such, it does not report an overall customer-satisfaction measure in the WIASRD.

A job seeker customer satisfaction survey was put in place and implemented after January 1, 2015. This survey was developed from a modification of an ordinal scale for three questions. The survey was distributed via e-mail to 122,815 participants using a system called GovDelivery.com. These 122,815 participants can be described as anyone provided a service in the WIA Adult program between July 1, 2014 to June 30, 2015. While the return rate for the total surveys distributed was less than 1%, the process did achieve a full survey response from 2,045 participants.

This process is efficient, easily modified and useful as to generating real results in a timely manner. However, more learning about the implications of timing the sample size and distribution will be needed in the coming months. While the return rate on the survey compared to the total distributed is lower than hoped for, from the 2,045 responses we learned that:

- 59.2% of all of those Job Seekers responding were satisfied with the services received;
- 52.9% of all those responding felt that services received met their expectations for the service; and
- Fully 63% of all those responding would be likely to return to the Job Center for more services in the future.

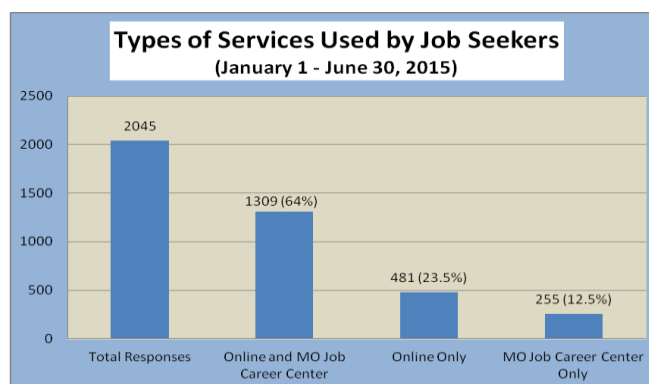
## Customer Satisfaction for Jobseekers

Information based on the following:

- Results contain responses from customers served January 1 – June 30, 2015
- Number surveyed: 122,815
- Number of Responses: 2,045

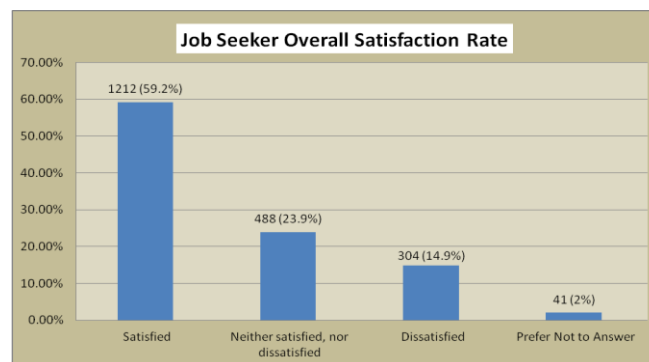
Question 1: What type of services did you receive?

Of the 2,045 job seekers who responded, 1,309 (64%) took advantage of both the Online services as well as the Missouri Job Center services.



Question 2: Please rate your overall satisfaction with the services you received.

Almost 60% of the job seekers who responded were satisfied with the services they received.



Question 3: Considering all of the expectations you may have had about the services, to what extent have the services met your expectations?

Of the 2,045 respondents who came for services with varying levels of expectations, 1,082 (52.9%) were satisfied with the services they received.

Question 4: If you are unemployed, underemployed or looking to change careers in the future, how likely are you to go to a Missouri Job Center for more services?

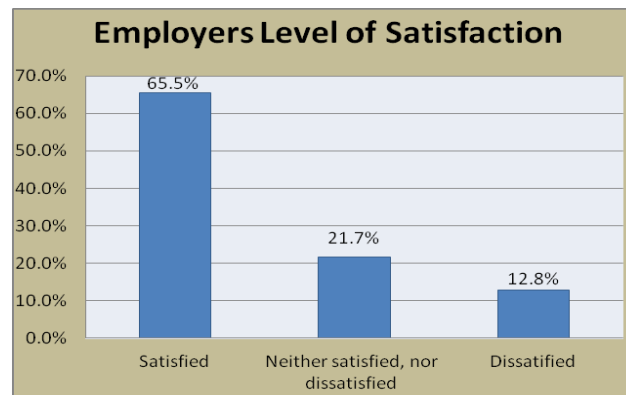
More than 63% of job seekers who were unemployed, underemployed, or looking to change careers in the future, reported they were likely to return to a Missouri Job Center for more services.

### Customer Satisfaction Survey for Employers

- Results contain responses from customers served January 1 – June 30, 2015
- Number Surveyed: 4,059  
(Each employer receives only one survey whether they used our services once or many times.)
- Number of Responses: 148

Question 1: Please rate your overall satisfaction with the services you received.

Of the 148 employers who responded to the survey, 97 (65.5%) rated their overall satisfaction level as satisfied. Thirty-two (21.7%) employers reported having neither a positive, nor a negative experience and only 19 (12.8%) reported they were dissatisfied.

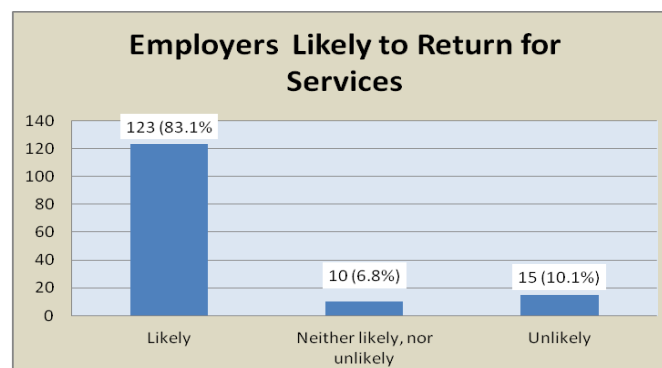


Question 2: Considering all of the expectations you may have had about the services, to what extent have the services met your expectations?

Of the 148 employers who responded to our survey, 93 (62.8%) were satisfied, 30 (20.3%) reported neither satisfied, nor dissatisfied, and 25 (16.9%) were dissatisfied.

Question 3: How likely are you to use the Missouri Job Centers, jobs.mo.gov, or other Division of Workforce Development services?

Of the 148 employers, 123 (83.1%) reported that they were likely to return for more Division of Workforce Development services. The count of employers undecided about returning was 10 (6.8%). And, employers decidedly unlikely they would return for services were 15 (10.1%).





# Program Operation Waivers

During PY14, Missouri used two waivers, one was the Common Measures waiver. Missouri has implemented this waiver statewide and continues to deliver services and report outcomes through the Common Measures. The Common Measures include service categories for Adults, Dislocated Workers, and Youth customers. For each group there are placement, retention, and earnings measures, resulting in the nine reported outcomes.

Missouri retains a second approved waiver for the implementation of its youth programs. Its purpose is to waive the prohibition within federal regulations on the use of Individual Training Accounts for older and out-of-school youth. This waiver likely had an indirect impact on performance and was positive for out-of-school youth. Analysis shows that for a similar time period last year, out-of-school youth performed poorly in credential attainment but with the use of the waiver credential attainment reached 76%. Performance for older youth, still in school indicated much less of a positive impact. Because this waiver was approved during the transition to WIOA, it will remain in effect until June 30 2016 so further analysis at a later time period may show different results. With the implementation of WIOA out-of-school youth will already be eligible for ITA funding, so it has been advantageous that Missouri has already begun this transition and learning about impacts for out-of-school youth.

## Conclusions

Missouri is currently researching and reviewing the Workforce Innovation and Opportunity Act (WIOA). The “opportunity” provided by this new legislation to supplant WIA is not only challenging, but welcomed because it will be so timely. Missouri’s Enterprise database and customer registration system must be transformed to accommodate new customers under the WIOA and integrate into its performance reporting. Since many of the underpinning development software features, such as programming based in Oracle, have run their useful course since its creation, Missouri will be pursuing a request for proposal and evaluating software vendor proposals to procure a Toolbox replacement. So, with WIOA implementation beginning in July 2015, this will be an opportune time for a new system that will integrate reporting for new partner agencies. The Toolbox replacement challenge will be in maintaining the WIASRD nature of the database, while also seeking the analytical capacity of MoPerforms.

Missouri remains committed to the integrated nature of WIOA service delivery and believes it has the ability to create an exemplary model of implementation based on our prior experiences with the Next Generation Career Center model. The concept of WIOA “registering and co-enrolling participants” is just one example of integrated tracking that is believed to enable an effective reporting of both performance outcomes and continued use of decision-based management tools.

## Statewide Performance Data: Common Measures

Missouri has met or exceeded all of the statewide goals required of it for many years. Not only did Missouri meet all statewide goals last program year, but for both PY13 and PY14 no workforce region in Missouri failed to meet any individual negotiated performance goal. As a result workforce regions have not been required to take any corrective action for performance management for more than two years.

Statewide Common Measures goals are met by attaining at least 80% or more of its negotiated goal in each measure (see Attachment 1 for Missouri’s Statewide WIA Performance History). From PY09 through PY13, the Adult entered employment rate achievements were no less than 83% and as high as 86% of the planned performance goals. For PY14, the Adult entered employment rate exceeded past history by concluding the year at 89.3% of the negotiated goal.

Results are equally notable for the Dislocated Worker Program, which achieved 90% or greater of its performance goals for retention from PY09 through PY13. ; the last year for PY14 exceeded 94% of its negotiated goal.

Even during the economic downturn, beginning in 2008, the earnings accomplishments of workforce programs in Missouri has been admirable. For example, Adult average earnings achievements have been as high as 117% of their goal and no lower than 94.8% of goal the last five program years (PY09-PY13). For the Dislocated Worker Program, no year has experienced less than 88% of goals for average earnings, and for PY10, reached as high as 131% of its goal

attained. During last program year, PY14 concluded with Adult average earnings meeting over 97% of the negotiated goal and the Dislocated Worker Program ending with 89.7% of its negotiated performance goal.

Twelve of the fourteen local workforce development boards in the State achieved 80% or better of their negotiated performance measures in PY13.

Missouri Also faired exceedingly well in achievement of its Youth program goals. For all three measures, last year, the Youth program attained 106% of its goal for Youth placement in employment or education; 110% of its negotiated goal for Youth attainment of education goals or credential; and nearly 100% of its goal (99.4%) for Youth Literacy and Numeracy gains.

In Missouri there was opportunity to praise each and every workforce region for their individual performance achievements to have not only met or exceeded 80% or better of each negotiated goal, but also to have done so for the last two program years. Missouri is proud of its ability to carry this performance history into the new era of performance under WIOA.

See the remaining data in Attachement 1 for the performance history of each workforce development region, concluding with last year's success.

# Attachment 1: Statewide Performance History

Common Measures Performance History for Missouri PY 2012 - PY 2014										
Statewide										
PY12				PY13			PY14			
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%	
WIA										
AD EER	65.00%	55.19%	84.9%	65.00%	54.84%	84.4%	65.00%	58.03%	89.3%	
AD Retention	85.00%	77.64%	91.3%	85.00%	77.64%	91.3%	85.00%	80.29%	94.5%	
AD Average Earnings	\$11,750	\$11,241	95.7%	\$11,750	\$11,139	94.8%	\$11,750	\$11,430	97.3%	
DW EER	70.00%	61.55%	87.9%	70.00%	59.61%	85.2%	70.00%	60.14%	85.9%	
DW Retention	90.00%	81.65%	90.7%	90.00%	81.07%	90.1%	90.00%	83.09%	92.3%	
DW Average Earnings	\$14,000	\$12,619	90.1%	\$14,000	\$12,370	88.4%	\$14,000	\$12,561	89.7%	
YTH Placement	68.00%	74.51%	109.6%	70.00%	68.35%	97.6%	70.00%	74.33%	106.2%	
YTH Attainment	63.00%	72.56%	115.2%	67.00%	71.29%	106.4%	69.00%	76.55%	110.9%	
YTH Lit/Numeracy	50.00%	62.60%	125.2%	60.00%	58.65%	97.7%	60.00%	59.66%	99.4%	
WP										
WP EER	67.00%	55.55%	82.9%	65.00%	56.71%	87.3%	65.00%	61.00%	93.9%	
WP Retention	81.00%	78.84%	97.3%	81.00%	78.74%	97.2%	81.00%	81.18%	100.2%	
WP Average Earnings	\$12,000	\$11,569	96.4%	\$12,000	\$11,495	95.8%	\$12,000	\$11,685	97.4%	

## Common Measures Performance History for Missouri PY 2012 - PY 2014

Central									
	PY12			PY13			PY14		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
<b>WIA</b>									
AD EER	65.00%	57.82%	89.0%	65.00%	57.38%	88.3%	65.00%	60.57%	93.2%
AD Retention	81.00%	76.89%	94.9%	81.00%	77.72%	96.0%	81.00%	80.63%	99.5%
AD Average Earnings	\$11,000	\$10,221	92.9%	\$11,000	\$10,473	95.2%	\$11,000	\$10,888	99.0%
DW EER	68.00%	63.87%	93.9%	68.00%	62.12%	91.3%	68.00%	61.66%	90.7%
DW Retention	90.00%	80.92%	89.9%	90.00%	80.96%	90.0%	90.00%	82.43%	91.6%
DW Average Earnings	\$12,500	\$11,181	89.5%	\$12,500	\$11,285	90.3%	\$12,500	\$11,412	91.3%
YTH Placement	64.00%	57.38%	89.7%	66.00%	53.02%	80.3%	66.00%	68.21%	103.4%
YTH Attainment	74.00%	63.43%	85.7%	74.00%	51.59%	69.7%	74.00%	60.96%	82.4%
YTH Lit/Numeracy	50.00%	40.00%	80.0%	50.00%	71.43%	142.9%	50.00%	45.45%	90.9%
<b>WP</b>									
WP EER	66.00%	57.69%	87.4%	66.00%	59.07%	89.5%	66.00%	63.54%	96.3%
WP Retention	81.00%	79.71%	98.4%	81.00%	79.18%	97.8%	81.00%	82.09%	101.3%
WP Average Earnings	\$12,000	\$11,415	95.1%	\$12,000	\$11,007	91.7%	\$12,000	\$11,229	93.6%

## Common Measures Performance History for Missouri PY 2012 - PY 2014

East Jackson									
	PY12			PY13			PY14		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
<b>WIA</b>									
AD EER	63.00%	56.49%	89.7%	60.00%	51.69%	86.2%	60.00%	55.95%	93.2%
AD Retention	83.00%	79.85%	96.2%	80.00%	76.52%	95.7%	80.00%	79.80%	99.7%
AD Average Earnings	\$11,500	\$12,712	110.5%	\$12,000	\$11,877	99.0%	\$12,000	\$12,681	105.7%
DW EER	65.00%	59.24%	91.1%	63.00%	54.03%	85.8%	63.00%	56.09%	89.0%
DW Retention	84.00%	83.05%	98.9%	84.00%	76.73%	91.3%	84.00%	81.44%	97.0%
DW Average Earnings	\$13,500	\$14,043	104.0%	\$13,700	\$13,079	95.5%	\$13,700	\$13,684	99.9%
YTH Placement	66.00%	83.33%	126.3%	66.00%	59.66%	90.4%	66.00%	92.98%	140.9%
YTH Attainment	50.00%	89.66%	179.3%	55.00%	72.52%	131.9%	55.00%	87.01%	158.2%
YTH Lit/Numeracy	50.00%	76.92%	153.8%	40.00%	58.33%	145.8%	40.00%	100.00%	250.0%
<b>WP</b>									
WP EER	60.00%	54.88%	91.5%	60.00%	55.38%	92.3%	60.00%	59.12%	98.5%
WP Retention	78.00%	79.44%	101.8%	79.00%	77.03%	97.5%	79.00%	80.84%	102.3%
WP Average Earnings	\$11,500	\$12,557	109.2%	\$11,500	\$12,464	108.4%	\$11,500	\$13,252	115.2%



Common Measures Performance History for Missouri PY 2012 - PY 2014									
Jeff/Frank									
	PY12			PY13			PY14		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	65.00%	60.62%	93.3%	65.00%	58.63%	90.2%	65.00%	60.50%	93.1%
AD Retention	85.00%	80.58%	94.8%	85.00%	82.41%	97.0%	85.00%	83.89%	98.7%
AD Average Earnings	\$13,250	\$13,045	98.5%	\$13,000	\$13,001	100.0%	\$13,000	\$13,440	103.4%
DW EER	70.00%	63.74%	91.1%	70.00%	60.09%	85.8%	70.00%	61.00%	87.1%
DW Retention	88.00%	82.73%	94.0%	88.00%	83.99%	95.4%	88.00%	84.65%	96.2%
DW Average Earnings	\$14,500	\$13,984	96.4%	\$14,000	\$13,668	97.6%	\$14,000	\$14,008	100.1%
YTH Placement	70.00%	80.91%	115.6%	75.00%	79.39%	105.9%	75.00%	83.02%	110.7%
YTH Attainment	67.00%	70.90%	105.8%	70.00%	70.00%	100.0%	70.00%	75.00%	107.1%
YTH Lit/Numeracy	50.00%	60.00%	120.0%	50.00%	58.33%	116.7%	50.00%	50.00%	100.0%
WP									
WP EER	67.00%	60.50%	90.3%	65.00%	62.21%	95.7%	65.00%	63.32%	97.4%
WP Retention	84.00%	81.26%	96.7%	84.00%	83.59%	99.5%	84.00%	84.20%	100.2%
WP Average Earnings	\$12,000	\$12,895	107.5%	\$12,000	\$13,383	111.5%	\$12,000	\$13,291	110.8%

Common Measures Performance History for Missouri PY 2012 - PY 2014									
Kansas City									
	PY12			PY13			PY14		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	60.00%	50.08%	83.5%	55.00%	49.06%	89.2%	55.00%	53.11%	96.6%
AD Retention	79.00%	74.85%	94.8%	75.00%	71.55%	95.4%	75.00%	77.88%	103.8%
AD Average Earnings	\$11,574	\$11,979	103.5%	\$11,574	\$11,673	100.9%	\$11,574	\$12,161	105.1%
DW EER	65.00%	56.65%	87.2%	62.00%	53.93%	87.0%	62.00%	54.04%	87.2%
DW Retention	81.00%	78.91%	97.4%	80.00%	72.46%	90.6%	80.00%	79.95%	99.9%
DW Average Earnings	\$11,859	\$13,778	116.2%	\$12,800	\$13,505	105.5%	\$12,800	\$13,668	106.8%
YTH Placement	66.00%	65.52%	99.3%	66.00%	56.15%	85.1%	66.00%	59.11%	89.6%
YTH Attainment	53.00%	62.38%	117.7%	60.00%	73.79%	123.0%	60.00%	76.80%	128.0%
YTH Lit/Numeracy	35.00%	38.24%	109.2%	40.00%	33.18%	83.0%	40.00%	32.52%	81.3%
WP									
WP EER	55.00%	51.34%	93.3%	55.00%	51.67%	93.9%	55.00%	55.84%	101.5%
WP Retention	75.00%	75.55%	100.7%	75.00%	72.80%	97.1%	75.00%	78.51%	104.7%
WP Average Earnings	\$10,390	\$11,785	113.4%	\$10,390	\$12,077	116.2%	\$10,390	\$12,380	119.2%

Common Measures Performance History for Missouri PY 2012 - PY 2014									
Northeast									
PY12			PY13			PY14			
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	64.00%	57.17%	89.3%	64.00%	58.40%	91.2%	64.00%	61.92%	96.8%
AD Retention	86.00%	77.72%	90.4%	86.00%	78.20%	90.9%	86.00%	82.70%	96.2%
AD Average Earnings	\$11,645	\$10,898	93.6%	\$11,645	\$10,822	92.9%	\$11,645	\$11,376	97.7%
DW EER	65.00%	62.52%	96.2%	65.00%	61.44%	94.5%	65.00%	62.53%	96.2%
DW Retention	87.00%	81.25%	93.4%	87.00%	82.03%	94.3%	87.00%	84.61%	97.3%
DW Average Earnings	\$10,900	\$12,042	110.5%	\$10,900	\$11,867	108.9%	\$10,900	\$12,394	113.7%
YTH Placement	68.00%	85.83%	126.2%	70.00%	75.31%	107.6%	70.00%	80.00%	114.3%
YTH Attainment	63.00%	81.75%	129.8%	65.00%	82.18%	126.4%	65.00%	73.60%	113.2%
YTH Lit/Numeracy	50.00%	50.00%	100.0%	50.00%	41.67%	83.3%	50.00%	69.57%	139.1%
WP									
WP EER	64.00%	57.17%	89.3%	64.00%	60.53%	94.6%	64.00%	65.57%	102.5%
WP Retention	79.00%	78.34%	99.2%	79.00%	79.52%	100.7%	79.00%	82.78%	104.8%
WP Average Earnings	\$9,000	\$11,035	122.6%	\$9,700	\$11,049	113.9%	\$9,700	\$11,311	116.6%

Common Measures Performance History for Missouri PY 2012 - PY 2014									
Northwest									
PY12			PY13			PY14			
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	65.00%	56.76%	87.3%	65.00%	56.88%	87.5%	65.00%	59.93%	92.2%
AD Retention	85.00%	77.38%	91.0%	85.00%	76.18%	89.6%	85.00%	79.55%	93.6%
AD Average Earnings	\$12,221	\$10,860	88.9%	\$11,750	\$10,804	91.9%	\$11,750	\$11,047	94.0%
DW EER	72.00%	63.39%	88.0%	70.00%	61.68%	88.1%	70.00%	61.56%	87.9%
DW Retention	90.00%	81.32%	90.4%	90.00%	80.37%	89.3%	90.00%	83.14%	92.4%
DW Average Earnings	\$12,800	\$11,694	91.4%	\$12,800	\$11,569	90.4%	\$12,800	\$12,022	93.9%
YTH Placement	63.00%	55.36%	87.9%	63.00%	63.86%	101.4%	63.00%	70.59%	112.0%
YTH Attainment	47.00%	50.00%	106.4%	47.00%	53.75%	114.4%	47.00%	57.81%	123.0%
YTH Lit/Numeracy	35.00%	33.33%	95.2%	35.00%	73.33%	209.5%	35.00%	58.33%	166.7%
WP									
WP EER	68.00%	57.58%	84.7%	68.00%	58.95%	86.7%	68.00%	63.37%	93.2%
WP Retention	85.00%	78.65%	92.5%	85.00%	78.15%	91.9%	85.00%	81.03%	95.3%
WP Average Earnings	\$10,240	\$11,104	108.4%	\$10,240	\$11,116	108.6%	\$10,240	\$11,416	111.5%

Common Measures Performance History for Missouri PY 2012 - PY 2014									
Ozark									
PY12			PY13			PY14			
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	65.00%	58.53%	90.0%	65.00%	58.95%	90.7%	65.00%	61.39%	94.5%
AD Retention	85.00%	77.75%	91.5%	85.00%	78.53%	92.4%	85.00%	80.24%	94.4%
AD Average Earnings	\$10,900	\$10,171	93.3%	\$10,900	\$10,280	94.3%	\$10,900	\$10,426	95.6%
DW EER	65.00%	62.94%	96.8%	65.00%	63.32%	97.4%	65.00%	63.80%	98.2%
DW Retention	90.00%	81.37%	90.4%	90.00%	81.53%	90.6%	90.00%	82.99%	92.2%
DW Average Earnings	\$11,500	\$10,924	95.0%	\$11,500	\$10,978	95.5%	\$11,500	\$11,170	97.1%
YTH Placement	62.00%	59.89%	96.6%	62.00%	68.42%	110.4%	62.00%	64.48%	104.0%
YTH Attainment	50.00%	56.73%	113.5%	50.00%	67.14%	134.3%	50.00%	74.10%	148.2%
YTH Lit/Numeracy	35.00%	68.29%	195.1%	55.00%	60.47%	109.9%	55.00%	65.31%	118.7%
WP									
WP EER	69.00%	58.22%	84.4%	65.00%	61.25%	94.2%	65.00%	64.72%	99.6%
WP Retention	80.00%	78.85%	98.6%	80.00%	80.29%	100.4%	80.00%	81.71%	102.1%
WP Average Earnings	\$10,200	\$10,528	103.2%	\$10,200	\$10,620	104.1%	\$10,200	\$10,716	105.1%

Common Measures Performance History for Missouri PY 2012 - PY 2014									
South Central									
PY12			PY13			PY14			
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	60.00%	55.81%	93.0%	60.00%	53.55%	89.3%	60.00%	54.46%	90.8%
AD Retention	80.00%	75.53%	94.4%	80.00%	74.58%	93.2%	80.00%	77.41%	96.8%
AD Average Earnings	\$10,500	\$9,627	91.7%	\$10,500	\$9,698	92.4%	\$10,500	\$9,871	94.0%
DW EER	65.00%	60.93%	93.7%	65.00%	55.89%	86.0%	65.00%	56.57%	87.0%
DW Retention	85.00%	79.83%	93.9%	85.00%	78.99%	92.9%	85.00%	80.96%	95.2%
DW Average Earnings	\$10,500	\$10,434	99.4%	\$10,500	\$10,684	101.8%	\$10,500	\$10,823	103.1%
YTH Placement	55.00%	66.15%	120.3%	65.00%	75.41%	116.0%	65.00%	67.39%	103.7%
YTH Attainment	44.00%	61.97%	140.8%	68.00%	70.27%	103.3%	68.00%	67.44%	99.2%
YTH Lit/Numeracy	40.00%	55.56%	138.9%	50.00%	73.33%	146.7%	50.00%	82.35%	164.7%
WP									
WP EER	60.00%	55.14%	91.9%	60.00%	55.85%	93.1%	60.00%	59.08%	98.5%
WP Retention	78.00%	76.60%	98.2%	78.00%	76.36%	97.9%	78.00%	79.25%	101.6%
WP Average Earnings	\$10,500	\$10,180	97.0%	\$10,500	\$10,081	96.0%	\$10,500	\$10,273	97.8%

Common Measures Performance History for Missouri PY 2012 - PY 2014									
Southeast									
	PY12			PY13			PY14		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	62.00%	56.18%	90.6%	60.00%	54.80%	91.3%	60.00%	58.32%	97.2%
AD Retention	80.00%	76.68%	95.8%	80.00%	75.48%	94.3%	80.00%	77.88%	97.4%
AD Average Earnings	\$10,750	\$10,291	95.7%	\$10,750	\$10,232	95.2%	\$10,750	\$10,454	97.3%
DW EER	66.00%	62.87%	95.3%	64.00%	61.07%	95.4%	64.00%	61.83%	96.6%
DW Retention	89.00%	81.45%	91.5%	88.00%	80.52%	91.5%	88.00%	82.41%	93.6%
DW Average Earnings	\$11,500	\$11,521	100.2%	\$11,500	\$11,028	95.9%	\$11,500	\$11,474	99.8%
YTH Placement	73.00%	84.05%	115.1%	75.00%	81.97%	109.3%	75.00%	87.80%	117.1%
YTH Attainment	62.00%	81.17%	130.9%	65.00%	75.94%	116.8%	65.00%	76.83%	118.2%
YTH Lit/Numeracy	56.00%	70.48%	125.9%	59.00%	78.65%	133.3%	59.00%	53.45%	90.6%
WP									
WP EER	62.00%	56.56%	91.2%	61%	56.18%	92.1%	61.00%	60.97%	100.0%
WP Retention	79.00%	77.72%	98.4%	79%	77.31%	97.9%	79.00%	79.24%	100.3%
WP Average Earnings	\$10,500	\$10,427	99.3%	\$10,500	\$10,473	99.7%	\$10,500	\$10,706	102.0%

Common Measures Performance History for Missouri PY 2012 - PY 2014									
Southwest									
	PY12			PY13			PY14		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	63.00%	55.42%	88.0%	63.00%	54.55%	86.6%	63.00%	58.76%	93.3%
AD Retention	80.00%	75.28%	94.1%	80.00%	75.93%	94.9%	80.00%	78.56%	98.2%
AD Average Earnings	\$10,341	\$10,207	98.7%	\$10,341	\$10,109	97.8%	\$10,341	\$10,733	103.8%
DW EER	64.00%	59.40%	92.8%	64.00%	57.83%	90.4%	64.00%	59.38%	92.8%
DW Retention	85.00%	80.92%	95.2%	85.00%	81.33%	95.7%	85.00%	82.38%	96.9%
DW Average Earnings	\$11,443	\$11,019	96.3%	\$11,443	\$10,874	95.0%	\$11,443	\$11,552	100.9%
YTH Placement	65.00%	87.80%	135.1%	67.00%	74.51%	111.2%	67.00%	75.61%	112.9%
YTH Attainment	55.00%	91.35%	166.1%	67.00%	79.66%	118.9%	67.00%	80.95%	120.8%
YTH Lit/Numeracy	57.00%	70.97%	124.5%	60.00%	65.52%	109.2%	60.00%	59.09%	98.5%
WP									
WP EER	63.00%	55.38%	87.9%	63.00%	56.93%	90.4%	63.00%	61.99%	98.4%
WP Retention	80.00%	75.66%	94.6%	80.00%	77.10%	96.4%	80.00%	79.44%	99.3%
WP Average Earnings	\$10,375	\$10,438	100.6%	\$10,375	\$10,355	99.8%	\$10,375	\$10,804	104.1%



Common Measures Performance History for Missouri									
PY 2012 - PY 2014									
	PY12			PY13			PY14		
	St. Charles								
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	65.00%	62.70%	96.5%	65.00%	62.69%	96.4%	65.00%	63.40%	97.5%
AD Retention	85.00%	83.81%	98.6%	85.00%	84.11%	99.0%	85.00%	85.74%	100.9%
AD Average Earnings	\$15,000	\$15,249	101.7%	\$15,000	\$15,239	101.6%	\$15,000	\$16,019	106.8%
DW EER	70.00%	65.03%	92.9%	70.00%	64.77%	92.5%	70.00%	64.64%	92.3%
DW Retention	88.00%	85.21%	96.8%	88.00%	85.20%	96.8%	88.00%	86.82%	98.7%
DW Average Earnings	\$17,000	\$16,187	95.2%	\$17,000	\$16,171	95.1%	\$17,000	\$17,147	100.9%
YTH Placement	65.00%	83.33%	128.2%	70.00%	76.47%	109.2%	70.00%	80.00%	114.3%
YTH Attainment	45.00%	82.22%	182.7%	67.00%	93.33%	139.3%	67.00%	94.44%	141.0%
YTH Lit/Numeracy	55.00%	100.00%	181.8%	60.00%	0.00%	0.0%	60.00%	100.00%	166.7%
WP									
WP EER	67.00%	62.18%	92.8%	65.00%	64.45%	99.1%	65.00%	65.85%	101.3%
WP Retention	81.00%	83.77%	103.4%	81.00%	85.17%	105.2%	81.00%	86.83%	107.2%
WP Average Earnings	\$13,500	\$15,082	111.7%	\$13,500	\$15,108	111.9%	\$13,500	\$15,918	117.9%

Common Measures Performance History for Missouri PY 2012 - PY 2014									
PY12				PY13			PY14		
St. Louis City									
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	50.00%	46.91%	93.8%	50.00%	49.61%	99.2%	50.00%	53.97%	107.9%
AD Retention	82.00%	75.61%	92.2%	82.00%	77.00%	93.9%	82.00%	80.67%	98.4%
AD Average Earnings	\$10,298	\$9,734	94.5%	\$10,298	\$9,675	94.0%	\$10,298	\$10,467	101.6%
DW EER	67.00%	57.84%	86.3%	67.00%	56.77%	84.7%	67.00%	58.27%	87.0%
DW Retention	86.00%	79.93%	92.9%	86.00%	80.77%	93.9%	86.00%	84.15%	97.8%
DW Average Earnings	\$12,000	\$11,060	92.2%	\$12,000	\$10,621	88.5%	\$12,000	\$11,372	94.8%
YTH Placement	77.00%	91.58%	118.9%	80.00%	83.83%	104.8%	80.00%	87.45%	109.3%
YTH Attainment	65.00%	87.50%	134.6%	68.00%	85.81%	126.2%	68.00%	92.58%	136.1%
YTH Lit/Numeracy	50.00%	88.89%	177.8%	55.00%	67.53%	122.8%	55.00%	71.59%	130.2%
WP									
WP EER	54.00%	49.71%	92.1%	54.00%	51.41%	95.2%	54.00%	57.21%	105.9%
WP Retention	78.00%	77.14%	98.9%	78.00%	77.87%	99.8%	78.00%	81.40%	104.4%
WP Average Earnings	\$10,000	\$10,238	102.4%	\$10,000	\$10,206	102.1%	\$10,000	\$10,814	108.1%

## Common Measures Performance History for Missouri PY 2012 - PY 2014

PY12			PY13				PY14		
	St. Louis County								
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
WIA									
AD EER	61.00%	54.16%	88.8%	61.00%	54.39%	89.2%	61.00%	57.82%	94.8%
AD Retention	82.00%	81.03%	98.8%	82.00%	81.32%	99.2%	82.00%	81.69%	99.6%
AD Average Earnings	\$12,000	\$13,211	110.1%	\$13,000	\$12,406	95.4%	\$13,000	\$11,721	90.2%
DW EER	68.00%	62.33%	91.7%	68.00%	60.10%	88.4%	68.00%	61.92%	91.1%
DW Retention	89.00%	84.08%	94.5%	89.00%	84.01%	94.4%	89.00%	83.75%	94.1%
DW Average Earnings	\$16,000	\$14,808	92.5%	\$15,000	\$13,917	92.8%	\$15,000	\$12,884	85.9%
YTH Placement	70.00%	76.47%	109.2%	70.00%	69.23%	98.9%	70.00%	74.47%	106.4%
YTH Attainment	65.00%	74.48%	114.6%	65.00%	66.23%	101.9%	65.00%	74.70%	114.9%
YTH Lit/Numeracy	57.00%	79.37%	139.2%	60.00%	89.83%	149.7%	60.00%	63.29%	105.5%
WP									
WP EER	67.00%	55.07%	82.2%	67.00%	55.52%	82.9%	67.00%	60.04%	89.6%
WP Retention	83.00%	80.81%	97.4%	83.00%	81.88%	98.6%	83.00%	82.25%	99.1%
WP Average Earnings	\$12,500	\$13,124	105.0%	\$12,500	\$12,507	100.1%	\$12,500	\$11,790	94.3%

## Common Measures Performance History for Missouri PY 2012 - PY 2014

	<b>West Central</b>								
	PY12			PY13			PY14		
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
<b>WIA</b>									
AD EER	65.00%	54.57%	84.0%	65.00%	56.63%	87.1%	65.00%	59.20%	91.1%
AD Retention	84.00%	76.62%	91.2%	84.00%	77.16%	91.9%	84.00%	79.48%	94.6%
AD Average Earnings	\$11,000	\$10,202	92.7%	\$11,000	\$10,232	93.0%	\$11,000	\$10,427	94.8%
DW EER	68.00%	59.23%	87.1%	68.00%	61.57%	90.5%	68.00%	60.93%	89.6%
DW Retention	93.00%	80.41%	86.5%	90.00%	81.27%	90.3%	90.00%	83.34%	92.6%
DW Average Earnings	\$10,500	\$11,216	106.8%	\$10,500	\$11,095	105.7%	\$10,500	\$11,340	108.0%
YTH Placement	62.00%	69.23%	111.7%	63.00%	73.33%	116.4%	63.00%	69.91%	111.0%
YTH Attainment	53.00%	74.19%	140.0%	54.00%	72.53%	134.3%	54.00%	76.67%	142.0%
YTH Lit/Numeracy	35.00%	65.28%	186.5%	37.00%	78.26%	211.5%	37.00%	86.11%	232.7%
<b>WP</b>									
WP EER	65.00%	55.49%	85.4%	65.00%	57.72%	88.8%	65.00%	62.61%	96.3%
WP Retention	81.00%	78.01%	96.3%	84.00%	78.73%	93.7%	84.00%	80.53%	95.9%
WP Average Earnings	\$10,200	\$10,714	105.0%	\$10,200	\$10,591	103.8%	\$10,200	\$10,808	106.0%

**Missouri Division of Workforce Development**

421 East Dunklin Street

P.O. Box 1087

Jefferson City, Missouri 65102-1087

Director: Amy Sublett

Phone: 573.751.3349

Email: [amy.sublett@ded.mo.gov](mailto:amy.sublett@ded.mo.gov)

Website: <http://www.jobs.mo.gov>